

9 September 1954

MEMORANDUM FOR: Deputy Director (Intelligence)  
Deputy Director (Plans)  
Deputy Director (Administration)  
Assistant Director for Personnel  
Assistant Director for Communications

SUBJECT: Harvard University ADVANCED MANAGEMENT PROGRAM

1. The Training Program. The 27th Session of the Advanced Management Program at the Harvard University Graduate School of Business Administration will start on 23 February 1955 and continue until 20 May 1955. Applications must be in OTR by 1 November 1954. The classes consist of about 150 men from industry, commerce, government and the Armed Services. The average age of members is 43 and the average business experience is 15-20 years. Classes are conducted six days a week with wide use of special research studies and case histories of actual business situations. The formal study program covers: (1) Business Policy, (2) Administrative Practices, (3) Business and the American Society, (4) Cost and Financial Administration, (5) Marketing Management, and (6) Problems in Business Relations.

2. Agency Training Objective. This program is considered effective in preparing highly qualified Agency employees for advancement into positions of executive responsibility.

3. Criteria for Selection. The Office of Training will consider for nomination to the course candidates of Grades GS-15 to 18, whose Agency position is equivalent to a Division Chief or higher, with supervising, organizing, and management planning responsibilities. The Harvard Graduate School does not assign quotas but will entertain one or two Agency applications to be considered in competition with applications from industry, etc.

#### 4. Procedures for Application

a. Any individual who believes himself qualified to utilize this training for the benefit of the Agency may submit an application to the Director of Training. The approval or disapproval of Deputy Directors, Assistant Directors, and Staff Chiefs, and of Career Service Boards should be indicated. Selection of candidate(s) to be nominated will be made by the CIA Career Service Council.

b. All applications should be submitted on CIA Form 51-133 in accordance with CIA Regulation [redacted]. The candidate(s) chosen to go will file the application form required by Harvard University.

c. Because of the exceptionally high caliber of the course, it is important that a convincing justification by the applicant be included, indicating clearly that:

(1) The applicant will be qualified for more important usefulness to the Agency as a result of this training.

(2) The applicant is qualified on the basis of past training and experience to meet the high standards set for participation.

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